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ABSTRACT

Seven sets of fifteen bi-polar adjectives corresponding to seven elements of organizational climate were compiled as a testing instrument which was administered to 124 working personnel at Platte Technical Community College in the fall of 1975. Respondents included faculty, students, support staff, and administrative personnel. Analysis of the resulting data indicated that respondents perceived the working atmosphere as approximating the ideal to a high degree in regard to motivational climate and community involvement; to a moderate degree in regard to size and shape, leadership patterns, and decision-making; and to only a low degree in regard to goal directions and governance. Operational definitions of the seven elements of organizational climate (size and shape, leadership patterns, decision-making, motivational climate, goal directions, community involvement, and governance) are given, the study data are reported in tabular form, and the survey instrument is appended. (JDS)

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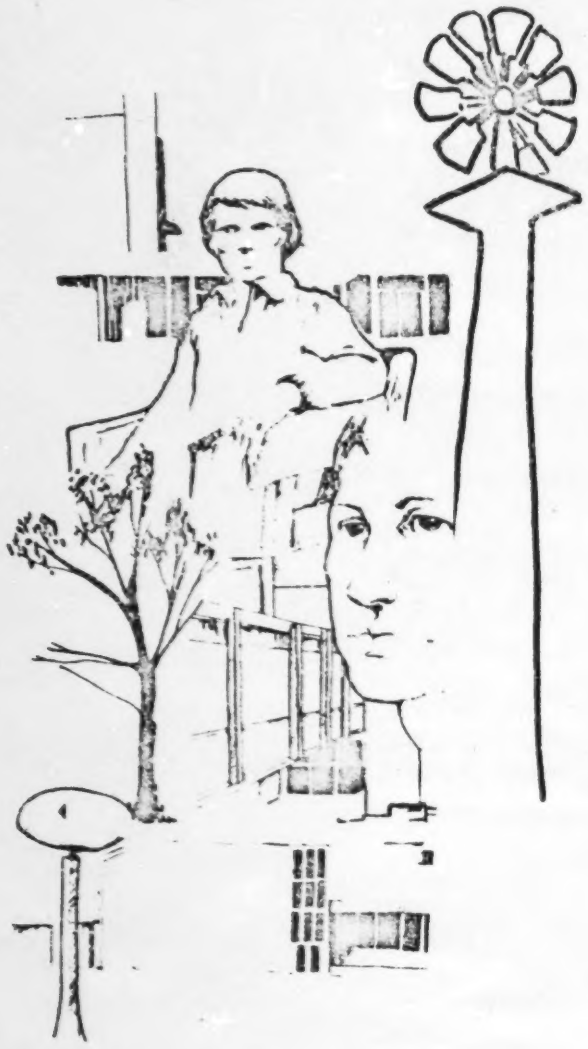

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INSTRUMENT TO ASSESS WORK ATMOSPHERE

ACCREDITATION AND CONTINUAL SELF STUDY SUBCOMMITTEE

MARCH, 1976

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JC 760 584

REPORT ON ASSESSMENT OF WORK ATMOSPHERE

Platte Technical Community College has identified a goal to achieve and maintain a "quality environment" in which to fulfill its educational and administrative functions. In an attempt to ascertain the most suitable environment in which PTCC may accomplish its purposes, the task of identifying the ideal organizational climate was outlined and defined in Spring, 1975.

A necessary subsequent goal was set to determine how the existing organizational environment approximates the ideal definition. To accomplish this task, the Accreditation and Continual Self Study Subcommittee constructed an instrument to assess the working atmosphere at Platte Technical Community College.

The ideal definition of organizational climate, instrument to assess work atmosphere, the results of the pilot test and findings, and areas needing further consideration are included in this report.

Definition of Organizational Climate

Seven elements have been identified as components of the ideal organizational climate in which to work at PTCC. The following list represents the elements which were approved by the Administrative Council in Spring, 1975.

Elements	Climate
Size and Shape	Within the present scheduling structure and facilities, the ideal number of credit students is 950. Ideally, the class size should range from 15-30 students. Adequate instructional and administrative staff should be available for the students.
Leadership Patterns	MBO and IBO are ideal leadership patterns which are enhanced through the cluster structure. Performance based institutional and class management includes the operational elements of professionalism, risk, and reward. Professionalism can be thought to exist when each individual participates in determining and evaluating his or her responsibilities. Risk is the sense of challenge in the job and in the work situation. Reward is understood as positive reinforcement for a job well done. Emphasis is placed on complimentary recognition rather than criticism and reprimand.
Decision Making	Procedures following group problem solving methods using communication networks defined in the cluster structure. A sense of challenge and an open attitude toward conflict is inherent in group decision-making processes.

Elements	Climate
Motivational Climate	An atmosphere which is conducive to acceptance of challenge prevails. It encourages intellectual, professional, and personal growth and development of all members of the organization (i.e., students, instructors, administrators, and staff), and it is fostered by warmth and support created by feelings of good fellowship and helpfulness.
Goal Directions	Within the MBO and IBO structure, members of the organization define both short and long range goals which undergo periodic review, evaluation, and change.
Community Involvement	Providing for the adult and continuing educational and cultural needs of the community and the area is accomplished by making the facilities available for conferences, workshops, seminars, and other types of activities. A Public Relations Program provides information about the college's activities and involvement in the community.
Governance	Ideally, the institution will be governed locally so that it will remain responsive to the educational and cultural needs of the community and surrounding area.

Instrument to Assess Work Atmosphere and Results of the Pilot Study

Seven sets of 15 bi-polar adjectives corresponding to the seven elements of ideal organizational climate were constructed and administered to 124 respondents of the working personnel at PTCC in the Fall, 1975. The 124 respondents were composed of faculty, students, support staff, and administration.

Results have been tabulated and analysis indicates that personnel at PTCC perceive that the working atmosphere approximates the ideal to a high degree in two elements; a moderate degree in three elements, and a low degree in two elements.

Generalizations about the data should be interpreted with caution since no comparison data exists. It is presumed that an improved instrument will be administered in the Fall of 1976. A more accurate interpretation of the work atmosphere may be available when results are compared at that time.

The Accreditation and Continual Self Study Subcommittee determined that interpretation of the data would be organized as follows. The semantic scales were realigned with "ideal" adjectives on one side of the scale and "non-ideal" adjectives on the other. (The realigned adjectives by elements appear on pages 5-11.) Responses were grouped in three categories: columns 1 and 2 were treated as a unit indicating a "non-ideal" reaction to the element; columns 3, 4, and 5 were a unit indicating a neutral or "middle-of-the road" reaction to the element; and

columns 6 and 7 were a unit denoting an "ideal" reaction to the element.

Responses were meaningful where 50% or more fell into any of the three columns. It was discovered that in no circumstances were a significant number of responses in the non-ideal area of the scales. For elements 1, 2, 3, 4, and 6, the majority of responses fell in the third unit indicating a relatively positive assessment. Elements 5 (Goal Directions) and 7 (Governance) showed the majority of responses in the second unit indicating a middle-of-the-road reaction that could have either slightly negative or slightly positive tendencies.

An evaluation system for the items within the elements of ideal organizational climate was constructed according to where the majority of responses appeared. Specifically, if 50 per cent or more of the responses of an item within an element were in columns 6 and 7, then the work atmosphere defined by the item was considered ideal. If 50 per cent or more of the responses of an item within an element were in columns 3, 4, and 5, then the work atmosphere defined by the item was considered neutral (neither ideal nor non-ideal). If 50 per cent or more of the responses of an item within an element were in columns 1 and 2, then the work atmosphere defined by the item was considered not ideal. A display of the tally appears in Table 1.

TABLE 1
ELEMENT TALLY BY COLUMNS
(NUMBER OF ITEMS BY COLUMN $\geq$ 50%)

	1 & 2	3, 4, & 5	6 & 7	UNDER*	TOTAL ITEMS
Element 1		6	9		15
Element 2		5	10		15
Element 3		4	10	1	15
Element 4		4	11		15
Element 5		11	4		15
Element 6		3	11	1	15
Element 7		12	3		15

*Did not equal 50% or more in any column combination

Based on the formula stated in the preceeding paragraph, to ascertain the meaning of the elements, the following criteria were established. If between 1-5 of the items within an element appeared in columns 6 and 7, then low agreement exists between the ideal climate defined in the element and the existing climate as perceived by the respondents. If between 6-10 of the items within an element appeared in columns 6 and 7, then moderate agreement exists between the ideal climate defined by the element and the existing climate as perceived by the respondents. If between 11-15 of the items within an element appeared in columns 6 and 7, then high agreement exists between the ideal climate defined in the element and the existing climate as perceived by the respondents. A summary of the elements appears in Table 2.

TABLE 2
SUMMARY OF ELEMENTS
COLUMNS 6 & 7

	No. of Items ≥ 50% in Columns 6 & 7	Degree of Agreement to Ideal
Element 1	9	Moderate
Element 2	10	Moderate
Element 3	10	Moderate
Element 4	11	High
Element 5	4	Low
Element 6	11	High
Element 7	3	Low

Specifically, for Element 1, Size and Shape, responses indicate that the present facilities and structure at PTCC moderately approach the ideal.

PERCENTAGE DISTRIBUTION

ALL GROUPS

ELEMENT 1

PTCC SIZE AND SHAPE

N=124

	1	2	3	4	5	6	7	
awful	1	0	2	2	15	52	28	nice
large	2	6	15	26	26	21	4	small
unsociable	1	5	10	8	14	37	25	sociable
dirty	1	4	2	2	8	42	41	clean
inadequate	0	3	2	11	21	43	20	adequate
imperfect	1	4	7	30	32	22	4	perfect
sick	1	2	0	11	18	46	22	healthy
passive	1	2	2	16	22	35	22	active
bad	0	2	2	6	17	42	31	good
still	0	3	3	17	30	38	9	vibrant
commonplace	2	3	6	18	40	24	7	unique
chaotic	3	2	6	14	25	40	10	ordered
empty	2	1	6	16	29	37	9	full
weak	1	2	4	14	33	34	12	strong
ugly	0	1	1	10	23	40	25	beautiful

For Element 2, Leadership Patterns, responses indicate that the current management-by-objectives and instruction-by-objectives systems moderately approach the ideal. The MBO/IBO system is operable within a cluster structure that affords a professional atmosphere allowing for a balance between risk and reward.

PERCENTAGE DISTRIBUTION

ALL GROUPS

ELEMENT 2

PTCC LEADERSHIP PATTERNS (MBO/IBO)

N=124

	1	2	3	4	5	6	7	
inadequate	2	5	6	10	25	39	13	adequate
rash	1	4	6	22	30	31	6	cautious
defensive	4	13	19	23	17	21	3	aggressive
dishonest	2	3	6	10	20	36	23	honest
sick	1	0	5	16	27	32	19	healthy
regressive	1	2	5	10	24	36	22	progressive
weak	0	2	6	11	28	34	19	strong
belligerent	2	1	6	23	26	31	11	peaceful
unpleasant	0	2	3	10	20	38	27	pleasant
unwilling	1	2	6	10	18	36	27	willing
passive	1	1	2	11	23	45	17	active
commonplace	3	8	11	18	25	28	7	unique
unsuccessful	0	3	5	10	28	39	15	successful
disreputable	0	2	7	16	21	32	22	reputable
shallow	1	6	12	25	24	26	6	deep

For Element 3, Decision Making, respondents indicate moderate agreement between the existing decision-making process and the ideal procedure of group problem-solving channeled through the networks of the cluster structure.

PERCENTAGE DISTRIBUTION

ALL GROUPS

ELEMENT 3

PTCC DECISION MAKING

N=124

	1	2	3	4	5	6	7	
slow	3	11	14	12	32	24	4	fast
regressive	2	1	7	10	30	39	11	progressive
weak	2	1	7	13	24	44	9	strong
foolish	1	4	5	17	22	39	12	wise
tense	1	10	7	18	19	34	11	relaxed
cowardly	1	3	7	19	28	28	14	brave
narrow	2	2	9	23	25	27	12	wide
passive	0	4	7	12	20	42	15	active
insensitive	2	4	7	16	16	43	12	sensitive
ineffective	0	2	7	13	23	37	18	effective
competitive	0	5	10	18	17	37	13	cooperative
unwilling	1	4	4	12	18	35	26	willing
worthless	2	1	5	9	26	39	18	valuable
unpleasant	1	2	7	12	24	32	22	pleasant
shallow	1	2	6	35	24	26	6	deep

Responses to Element 4, Motivational Climate, indicate a high degree of agreement among all groups of respondents. The data showed that the existing atmosphere is conducive to the acceptance of challenge while encouraging intellectual, professional, and personal growth of all members of the organization. This motivational climate is fostered by warmth and support among PTCC personnel.

PERCENTAGE DISTRIBUTION

ALL GROUPS

ELEMENT 4

PTCC MOTIVATIONAL CLIMATE

(An atmosphere which encourages intellectual, professional, and personal growth.)

	1	2	3	4	5	6	7	
cold	2	2	9	11	13	39	24	warm
discouraging	1	1	11	7	15	37	28	encouraging
unsociable	1	1	8	9	20	36	25	sociable
passive	1	2	10	10	16	44	17	active
cruel	2	1	2	12	19	39	25	kind
skeptical	1	3	11	15	20	33	17	believing
constrained	2	7	9	11	20	36	15	free
humorous	2	12	16	29	15	17	9	serious
indiscriminate	10	16	18	25	19	10	2	critical
nonresponsive	0	3	11	6	24	38	18	responsive
avoiding	2	1	11	14	22	36	14	stimulating
feeble	1	2	6	17	27	35	12	vigorous
inert	2	0	9	11	26	37	15	energetic
prohibitive	1	5	11	24	24	29	6	permissive
destructive	0	2	7	9	21	45	16	supportive

Responses to Element 5, Goal Directions, indicate low agreement between the existing situation at PTCC and the ideal definition. It may be said that respondents considered that the tasks of establishing, reviewing, evaluating, and changing short and long-range goals for PTCC are not accomplished as ideally prescribed.

PERCENTAGE DISTRIBUTION

ALL GROUPS

ELEMENT 5

PTCC GOAL DIRECTIONS

(Review and evaluate objectives.)

N=124

	1	2	3	4	5	6	7	
constrained	2	4	7	17	29	33	8	free
irrelevant	1	5	7	11	32	34	10	relevant
permanent	3	4	4	12	24	39	14	changeable
negative	2	2	4	11	28	39	14	positive
useless	2	2	4	8	21	38	25	useful
narrow	2	5	11	19	23	31	9	wide
unexplained	4	7	15	11	24	32	7	interpreted
tenacious	3	14	32	35	11	3	2	(un)yielding
competitive	1	5	10	17	17	42	8	cooperative
impulsive	2	8	10	22	26	25	7	deliberate
opaque	2	7	13	40	20	16	2	transparent
wrong	1	2	5	22	27	30	13	right
complex	5	28	21	17	16	9	4	simple
severe	2	6	17	29	28	15	3	lenient
fortuitous	2	2	8	42	29	15	2	determinate

Responses to Element 6, Community Involvement, indicate that high agreement exists between current involvement of the college in the community and the ideal goal for PTCC. Evaluative responses show that Platte's provision for adult and continuing educational and cultural needs closely approximate the intended function of the college.

PERCENTAGE DISTRIBUTION

ALL GROUPS

ELEMENT 6

PTCC COMMUNITY INVOLVEMENT

(Provide for adult and continuing educational activities and related public relations.)

N=124

	1	2	3	4	5	6	7	
weak	3	2	5	8	17	32	33	strong
meaningless	1	3	3	8	19	37	29	meaningful
passive	3	3	4	7	20	36	27	active
inferior	1	3	6	12	30	35	13	superior
feeble	1	3	3	12	21	44	16	vigorous
small	1	3	7	16	30	26	17	large
aimless	1	4	1	9	18	43	24	directed
unfriendly	1	3	3	6	18	33	36	friendly
rash	2	3	6	39	24	22	4	cautious
constricted	2	8	8	19	25	31	7	spacious
regressive	2	3	2	8	19	45	21	progressive
insufficient	3	2	9	11	25	32	18	sufficient
tense	3	1	3	19	19	37	18	relaxed
chaotic	1	3	10	13	23	31	19	ordered
dead	2	2	1	15	16	38	26	alive

Responses to Element 7, Governance, indicate low agreement between the existing mode of government at PTCC and the ideal definition. Perceptions of the current status of governance at PTCC do not approximate the desirable condition of local control which encourages responsiveness to the needs of the community.

PERCENTAGE DISTRIBUTION

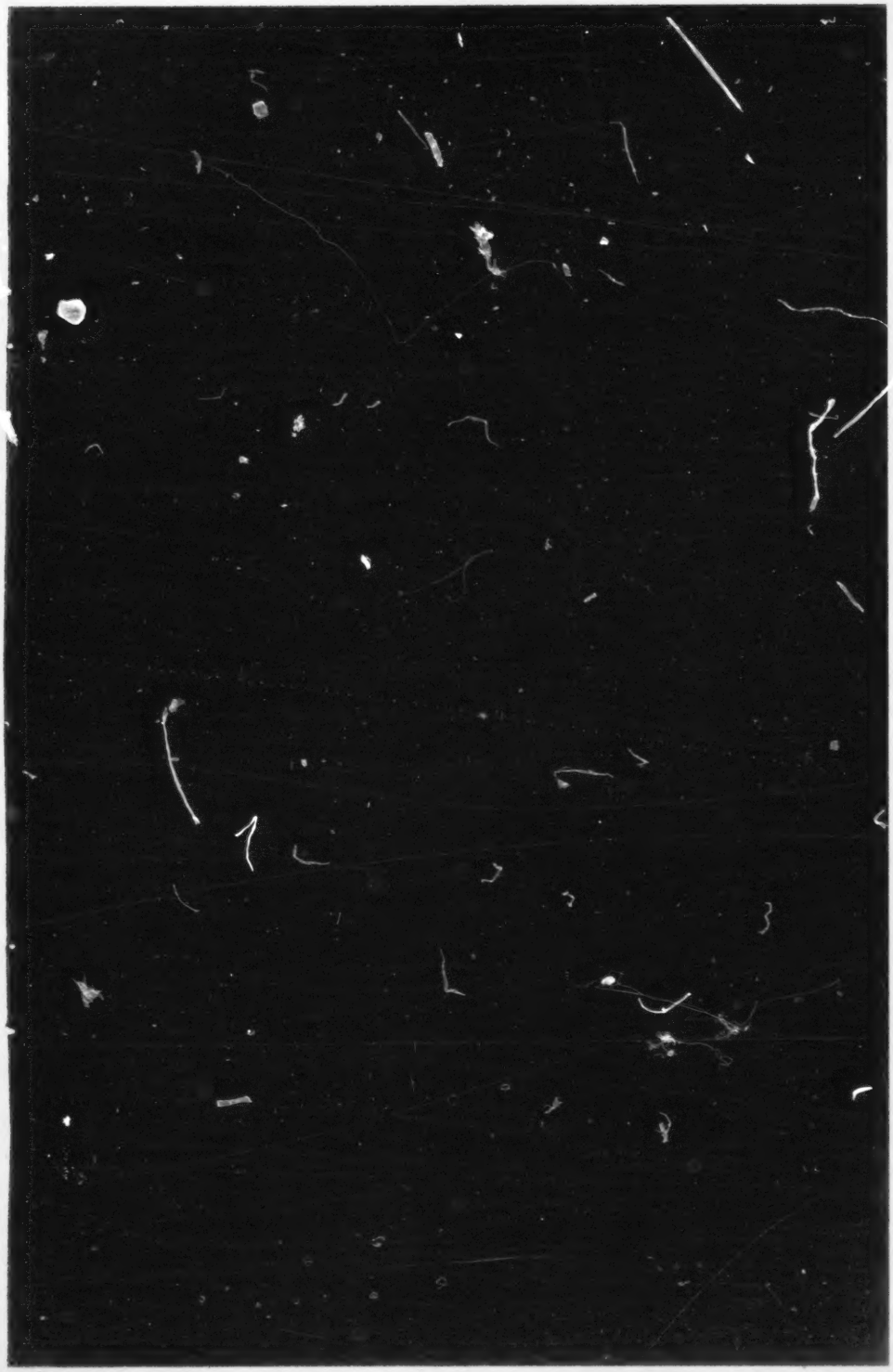
ALL GROUPS

ELEMENT 7

PTCC GOVERNANCE (Local Control)

N=124

	1	2	3	4	5	6	7	
rash	1	2	2	29	29	25	12	cautious
difficult	5	14	21	24	23	11	2	easy
prohibitive	2	14	18	23	25	15	3	permissive
dissonant	2	6	10	17	24	37	4	harmonious
impulsive	3	7	9	22	29	25	5	deliberate
unwilling	2	3	10	10	30	35	10	willing
harmful	2	3	2	16	22	42	13	beneficial
uncomfortable	3	5	8	13	21	34	16	comfortable
fortuitous	2	8	10	43	16	19	2	determinate
meaningless	2	3	4	20	21	36	14	meaningful
complex	7	17	22	26	15	10	3	simple
unfortunate	2	3	9	22	23	30	11	fortunate
excitable	2	12	20	30	16	14	6	calm
heavy	5	9	23	44	12	5	2	light
tenacious	4	7	14	32	25	13	5	yielding



INSTRUCTIONS

The purpose of this instrument is to assess work atmosphere by having individuals respond to the meaning of the elements which comprise organizational climate against a series of descriptive scales. In responding to each of the seven semantic scales please make your judgements on the basis of what these things mean to you. The scales were developed around the seven elements of organizational climate, your response will give an indication as to where the institution is in regard to the ideal climate.

Here is how you are to use these scales:

If you feel that the concept at the top of the page is very closely related to one end of the scale, you should place your check-mark as follows:

fair X ___ ___ ___ ___ ___ ___ unfair
fair ___ ___ ___ ___ ___ ___ X unfair

If you feel the concept is quite closely related to one or the other end of the scale (but not extremely), you should place your check-mark as follows:

strong ___ X ___ ___ ___ ___ ___ strong
strong ___ ___ ___ ___ ___ X ___ strong

If the concept seems only slightly related to one side as opposed to the other side (but is not really neutral) then you should check as follows:

active ___ ___ X ___ ___ ___ ___ passive
active ___ ___ ___ ___ X ___ ___ passive

The direction toward which you check, of course, depends upon which of the two ends of the scale seem most characteristic of the thing you're judging.

If you consider the concept neutral on the scale, both sides of the scale equally associated with the concept, or if the scale is completely irrelevant, unrelated to the concept, then you should place your check-mark in the middle space:

safe ___ ___ ___ X ___ ___ ___ dangerous

IMPORTANT:

(1) Place your check marks in the middle of spaces, not on the boundary: ___ X ___ ___ X ___ ___
this not this

(2) Be sure you check every scale for every concept - do not omit any.

(3) Never put more than one check-mark on a single scale.

Do not worry or puzzle over individual items. It is your first impressions, the immediate "feelings" about the items that we want. On the other hand, please do not be careless, because we want your true impressions.

The seven elements of Ideal Organizational Climate which appear as scale headings are:

1. PTCC Size and Shape
2. PTCC Leadership Patterns (MBO/IBO)
3. PTCC Decision Making
4. PTCC Motivational Climate
5. PTCC Goal Directions
6. PYCC Community Involvement
7. PTCC Governance (Local Control)

PTCC SIZE AND SHAPE

nice	___	___	___	___	___	___	___	awful
small	___	___	___	___	___	___	___	large
unsociable	___	___	___	___	___	___	___	sociable
clean	___	___	___	___	___	___	___	dirty
inadequate	___	___	___	___	___	___	___	adequate
perfect	___	___	___	___	___	___	___	imperfect
sick	___	___	___	___	___	___	___	healthy
active	___	___	___	___	___	___	___	passive
good	___	___	___	___	___	___	___	bad
vibrant	___	___	___	___	___	___	___	still
unique	___	___	___	___	___	___	___	commonplace
ordered	___	___	___	___	___	___	___	chaotic
full	___	___	___	___	___	___	___	empty
weak	___	___	___	___	___	___	___	strong
ugly	___	___	___	___	___	___	___	beautiful

PTCC LEADERSHIP PATTERNS (MBO/IBO)

adequate	___	___	___	___	___	___	___	inadequate
cautious	___	___	___	___	___	___	___	rash
defensive	___	___	___	___	___	___	___	aggressive
honest	___	___	___	___	___	___	___	dishonest
sick	___	___	___	___	___	___	___	healthy
regressive	___	___	___	___	___	___	___	progressive
strong	___	___	___	___	___	___	___	weak
belligerent	___	___	___	___	___	___	___	peaceful
pleasant	___	___	___	___	___	___	___	unpleasant
unwilling	___	___	___	___	___	___	___	willing
active	___	___	___	___	___	___	___	passive
commonplace	___	___	___	___	___	___	___	unique
successful	___	___	___	___	___	___	___	unsuccessful
reputable	___	___	___	___	___	___	___	disreputable
shallow	___	___	___	___	___	___	___	deep

PTCC DECISION MAKING

(Decision making through the clusters and committee structure)

fast	___	___	___	___	___	___	___	slow
progressive	___	___	___	___	___	___	___	regressive
weak	___	___	___	___	___	___	___	strong
wise	___	___	___	___	___	___	___	foolish
tense	___	___	___	___	___	___	___	relaxed
brave	___	___	___	___	___	___	___	cowardly
wide	___	___	___	___	___	___	___	narrow
passive	___	___	___	___	___	___	___	active
sensitive	___	___	___	___	___	___	___	insensitive
effective	___	___	___	___	___	___	___	ineffective
competitive	___	___	___	___	___	___	___	cooperative
willing	___	___	___	___	___	___	___	unwilling
worthless	___	___	___	___	___	___	___	valuable
pleasant	___	___	___	___	___	___	___	unpleasant
shallow	___	___	___	___	___	___	___	deep

PTCC MOTIVATIONAL CLIMATE

(An atmosphere which encourages intellectual, professional and personal growth.)

warm	___	___	___	___	___	___	___	cold
encouraging	___	___	___	___	___	___	___	discouraging
unsociable	___	___	___	___	___	___	___	sociable
active	___	___	___	___	___	___	___	passive
cruel	___	___	___	___	___	___	___	kind
believing	___	___	___	___	___	___	___	skeptical
constrained	___	___	___	___	___	___	___	free
serious	___	___	___	___	___	___	___	humorous
indiscriminate	___	___	___	___	___	___	___	critical
responsive	___	___	___	___	___	___	___	nonresponsive
stimulating	___	___	___	___	___	___	___	avoiding
vigorous	___	___	___	___	___	___	___	feeble
energetic	___	___	___	___	___	___	___	inert
prohibitive	___	___	___	___	___	___	___	permissive
supportive	___	___	___	___	___	___	___	destructive

PTCC GOAL DIRECTIONS

(Review and evaluate objectives.)

free	___	___	___	___	___	___	___	constrained
relevant	___	___	___	___	___	___	___	irrelevant
changeable	___	___	___	___	___	___	___	permanent
negative	___	___	___	___	___	___	___	positive
useful	___	___	___	___	___	___	___	useless
narrow	___	___	___	___	___	___	___	wide
interpreted	___	___	___	___	___	___	___	unexplained
tenacious	___	___	___	___	___	___	___	unyielding
competitive	___	___	___	___	___	___	___	cooperative
impulsive	___	___	___	___	___	___	___	deliberate
opaque	___	___	___	___	___	___	___	transparent
right	___	___	___	___	___	___	___	wrong
complex	___	___	___	___	___	___	___	simple
severe	___	___	___	___	___	___	___	lenient
determinate	___	___	___	___	___	___	___	fortuitous

PTCC COMMUNITY INVOLVEMENT

(Provide for adult and continuing educational activities and related public relations.)

weak	___	___	___	___	___	___	___	strong
meaningless	___	___	___	___	___	___	___	meaningful
active	___	___	___	___	___	___	___	passive
superior	___	___	___	___	___	___	___	inferior
feeble	___	___	___	___	___	___	___	vigorous
large	___	___	___	___	___	___	___	small
aimless	___	___	___	___	___	___	___	directed
friendly	___	___	___	___	___	___	___	unfriendly
rash	___	___	___	___	___	___	___	cautious
spacious	___	___	___	___	___	___	___	constricted
regressive	___	___	___	___	___	___	___	progressive
sufficient	___	___	___	___	___	___	___	insufficient
tense	___	___	___	___	___	___	___	relaxed
ordered	___	___	___	___	___	___	___	chaotic
dead	___	___	___	___	___	___	___	alive

PTCC GOVERNANCE (Local Control)

cautious	___	___	___	___	___	___	___	rash
difficult	___	___	___	___	___	___	___	easy
prohibitive	___	___	___	___	___	___	___	permissive
harmonious	___	___	___	___	___	___	___	dissonant
deliberate	___	___	___	___	___	___	___	impulsive
willing	___	___	___	___	___	___	___	unwilling
beneficial	___	___	___	___	___	___	___	harmful
uncomfortable	___	___	___	___	___	___	___	comfortable
fortuitous	___	___	___	___	___	___	___	determinate
meaningless	___	___	___	___	___	___	___	meaningful
complex	___	___	___	___	___	___	___	simple
unfortunate	___	___	___	___	___	___	___	fortunate
excitable	___	___	___	___	___	___	___	calm
heavy	___	___	___	___	___	___	___	light
yielding	___	___	___	___	___	___	___	tenacious

DEMOGRAPHIC QUESTIONNAIRE

1. Number of years at the institution:

   0 - 2 ____ 3 - 4 ____ 5 and over ____

2. Please indicate your classification:

   Faculty Member in: B & I ____

   S & H ____

   C & S ____

   Support Staff ____

   Administration ____

   Work-Study Student ____

   Freshman ____

   Sophmore ____

The Accreditation and Continual Self Study Subcommittee thanks you for completing this survey.

Gary Drake
Starr Penny
Jay Muma
Ron Hutkin
Don Schneberger
Jean Johnson
Charlotte Lewis
Arlene Struck
Joan Cromwell

UNIVERSITY OF CALIF.
LOS ANGELES
DEC 10 1975
CLEARINGHOUSE FOR
JUNIOR COLLEGES